

# PUBLIC RELATIONS JOURNAL

A JOURNAL OF OPINION IN THE  
FIELD OF PUBLIC RELATIONS PRACTICE

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W. HOWARD CHASE

*President, Public Relations Society of America*

On

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**PUBLIC RELATIONS JOURNAL**

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**ON THE COVER:** In 1943, W. HOWARD CHASE (then 33) was voted one of the ten outstanding young men of the year by the U. S. Junior Chamber of Commerce. Ever since, he has been validating the judgment of his supporters, and few people are as well known in the public relations field. Current PRSA president and long a Society officer, he is, professionally, a vice-president of McCann-Erickson and president of Communications Counselors, Inc., and was formerly director of public services for General Mills, director of Public Relations for General Foods, and a partner in Selvage, Lee and Chase. With a flair for scholarship attested by Phi Beta Kappa honors at Iowa University, he has studied at the Sorbonne, the London School of Economics and at Harvard, and has taught at Drake University, Harvard and Radcliffe, the Drake term coinciding with a stint as a Des Moines newspaperman.

# Editorials

## ONLY THE NAME IS NEW

Every once in a while one hears discussions among public relations people about who the first public relations man was, or where the term first originated. It is true that the phrase "public relations" to describe it is distinctly a Twentieth Century product, but it is quite evident that the function is an age-old one, that it has existed at least since the beginning of popular influence upon government.

The recent reading of a book, "A History of Civilization—The Story of Our Heritage," by C. Harold King, Professor of History at the University of Miami, makes this abundantly clear. In fact, Professor King's book demonstrates that the function was thoroughly understood and skillfully practiced by Julius Caesar.

In the Roman Republic of Caesar's time, a man once elected consul for one year could not again be consul until a period of ten years had elapsed. After Caesar's consulship, he was governor of Gaul for eight years. During this period, Caesar—in faraway Gaul—realized fully the necessity of constant and continuous communication with the Roman people, lest he be forgotten and lose his eminence in the triumvirate that had been formed. Listen to this from Professor King's book:

"During the eight years Caesar spent in Gaul . . . he kept in close touch with Rome. To the impressive reports that crossed the Alps in the natural course of events, Caesar added an effective reminder which reached a wide audience. 'The Commentaries,' known to many generations of Schoolboys as 'Caesar's Gallic Wars,' were circulated in Rome as an epic tale of the commander's great achievements. Written in the third person, it appeared an objective account of great deeds."

Note how he realized that believability was a required ingredient in any persuasion and how he utilized the device of the third person to achieve this feeling of objectivity. But let us go on.

"Intended as propaganda, the 'Commentaries' were nevertheless composed with a rare detachment, which, the historian Mommsen believed, was the first quality of Caesar's greatness. The man who until the age of forty-two had never commanded an army was displayed as one of the world's great generals, a writer of substantial history and a master of lean and muscular prose. The Roman reader of the 'Commentaries' must have conjured up a vision of a personage who, in the words of Froude, 'moved through life calm and irresistible like a force of nature.'"

It was thus for eight years that Caesar prepared the way with the Roman populace for his crossing of the Rubicon in 50 B. C. and the march on Rome, which led eventually to his becoming the master of the Roman state. Without the advance planning of the 'Commen-

taries' and the build-up that he had created, it is more than likely that his march on Rome would not have been "without opposition," and Pompey would not have fled, and Caesar might not have emerged as the dominant figure.

There are many scores of other equally antique incidents of the practice of sound public relations. In fact, the practice of sound public relations has been from the beginning of popular government a necessary ingredient in the permanent success of almost any man whether his calling was politics, or business, or the professions. The function is as old as Caesar, as old as Ancient Greece, as old as the hills around us—only the name is new.

\* \* \*

The book just cited (Scribners, 1956) is tremendously helpful reading for any public relations man. It is an effort to pick out from events, since the beginning of history, those things which have had profound influence upon the American heritage—"to recapture," Professor King says, "from shrouded eras something of the life ancestral to our own." And, furthermore, it is some of the most magnificent and thrilling writing that has ever come to the attention of your editor.

## THE OLD FOLKS AT HOME

Back in the simple, uncomplicated days of the early 1900's, public relations work consisted for the most part of winning the confidence and esteem of one's closest neighbors. Then communications expanded and the parochial isolation of our towns and cities gave way before the rush of good roads, automobiles, fast trains, and air travel. Public relations activities followed along to become more and more cosmic in scope. The teletype clattered with news and views originating a thousand miles away. Public relations men gave themselves cable addresses and spoke as knowingly of deliberations on the Quai D'Orsay as they once did of the town meeting.

Whether this phase was essential to professional development or not, the fact is that we've come full cycle and found out that the most important guy in the world is, after all, the Man Next Door.

Reports on a survey by Dr. Max Wolff, of New York University, covering 200 eastern companies, indicates that the focus of their public relations interest is their own communities and their own immediate publics, and that management interest in that sphere is sharply on the rise. Those public relations practitioners who like to regard themselves as global thinkers may be shocked at such a cracker-barrel trend, but there's no global substitute as yet for human nature. The grass may look greener in the pastures far from home, but it's the grass in our own front yard that needs cutting. It is a salutary sign that more and more of us are discovering this basic if unsophisticated truth.



PRSA's president returns from abroad  
with renewed faith in the profession  
as an instrument of human progress

# The Vitality of Public Relations

by W. HOWARD CHASE  
President, PRSA

On Thursday, June 7, this year, the London Daily Telegraph editorially demanded that the public relations facilities of the British Government be placed on a 24-hour basis. "Other professions work at night, why not the P.R.O.'s?"

In Paris on May 31, more than 150 members and guests of "Maisons de Verre," the Paris contingent of the French Public Relations Association, served as hosts to the Council of the International Public Relations Association at dinner and an evening boat trip on the Seine.\*

In Italy, two public relations organizations, each with membership nationally, are requesting official status as members of the International Association. The Public Relations Association of Finland has just been officially accorded membership.

In England, in April, General Alfred M. Gruenther, successor to President Eisenhower as NATO chief, accepted the invitation of the British Institute of Public Relations and appeared as principal speaker at their annual meeting. His address was a powerful appeal for the exercise of public relations judgment and

techniques in the interests of world peace and the future of mankind itself.

In Belgium, Eric Cypres, a leading public relations counsel, is being invited by the universities to sit in judgment on the granting of doctoral degrees in public relations and related fields. Also in Belgium, during the week of June 11-18 and under encouragement of Centro Belge des Public Relations, sixty leading

## "BENEVOLENTLY USEFUL"

**"We in the public relations profession must be skillful in the exacting techniques of communications of ideas. But our professional stature will be measured ultimately by the objectives for which we strive. If those objectives include a personal dedication to the great but simple idea of the dignity of man, with free choice and free access to information, then nothing on earth can prevent our entering the circle of learned and benevolently useful professions."**

industrialists and at least two Cabinet ministers are gathering for lectures and discussions on public relations.

The Canadian Public Relations Association, now with membership of more than 300, held a stimulating and significant annual conference in April of 1956. Public relations practitioners in the Philippines are actively discussing organization of a new Chapter of PRSA.

The member organizations of Holland



*Only in the dignity of free institutions will  
public relations find ultimate usefulness.*

and Scandinavia, founding participants in the International Public Relations Association, are effectively working with Universities, increasing their already high standards of membership requirements, and assisting other national groups in building sound bases for the profession.

Acting on the invitation of the three PRSA members of the Council of the International Association—an invitation seconded by the Canadian members—the International Public Relations Association will hold its 1957 conference for the first time outside Europe in Washington, D. C., sometime late in the Spring. The meeting for 1958 will be held in Brussels in conjunction with the World Fair of 1958.

The unbelievable social, economic and political recovery of Germany is fast creating opportunities for professional public relations practice. Apart from the informational apparatus maintained by the occupying forces and their governments, an understanding and practice of public relations is almost non-existent. There is no organized body to provide a forum or a voice for the profession. Yet the combination of a national will to work, to raise living standards, and to assume an even more important role in world affairs—plus the eagerness to learn and adapt American techniques—in my opinion provides an atmosphere

*Continued on the Following Page*

\*Mr. Chase returned June 7 after attending sessions of the International Public Relations Association in Paris.

## TOWARD THE SERENE DIGNITY OF MAN



*"Certain inalienable rights . . ."*



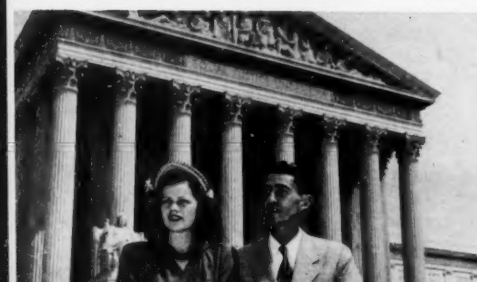
*Freedom of worship*



*Freedom of communications*



*Freedom of assembly*



## *"Ideas in themselves can be even more than the unshackled at"*

for potential idea communication through public relations that has no equivalent except in the United States.

In Japan, Thailand, Burma, India, and even more especially in the Latin American countries of Mexico, Brazil, Colombia, Venezuela and Cuba there are sound beginnings and a great ferment of public relations interest. Bolivia, a landlocked and underdeveloped nation about the size of Texas and California combined, has employed American public relations counsel to the advantage both of its own government and of the United States. Confederations of both Asian and Latin countries have and are using public relations methods in stimulating world-wide demand for such products as tea and coffee, and these efforts of necessity carry over into the creation of better international understanding of peoples and the conditions in which they must work. The Government of Belgium is preparing to tell the story of social and economic progress in the Congo.

And what of the United States? Where do we stand, and where do others think we stand, in the growth of the profession?

It may come as a shock, and certainly as a lesson in perspective—as it did to me—to learn that leading counsels and corporate P.R.O.'s in western Europe have serious doubts about public relations in the United States. Again and again eminent and respected European practitioners made it clear that in their opinions the existence of several public relations organizations in this country reveals weakness, both in our profession and in our objectives.

Some of this misunderstanding reflects, of course, a basic difference in philosophies. Where we regard multiple public relations organizations—in railroads, finance, education, municipalities, to name a few examples—as a sign of vitality and strength, the Europeans with their historic respect for monolithic structures and for restrictive practices regard them as a sign of diffusion and weakness.

This misunderstanding is not limited

to public relations. The pluralism of America, which Laski discussed with insight, and which Schlichter refers to when he writes about our millions of "centers of initiative," remains an enigma to our European counterparts. Just as the European cannot understand why the Government of the United States is not arbitrarily free to send the Philadelphia Symphony, athletes, or experimental theatre groups, or gifted musicians to appear at U. S. taxpayer expense at the various international competitions, he does not understand that free choice and wide ranges of interest on the part of individual Americans exclude the monolithic approach and make many organizations an inevitable and desirable fact of life for our society.

An opportunity to evaluate these judgments of our allies and friends creates a sharp new focus on the ideas and deeds of our own Public Relations Society of America. Where do we stand mid-year in 1956?

Although growth in itself is insufficient evidence of professional importance, our growth is formidable. At June 1, 1956, our Society has 2,286 members, 1,918 active, and 368 as associate. There are 26 new applications awaiting clearance. There are 31 Chapters, most of them very active and all of them moving into new areas of activity under the influence and impact of the Development Committee.

The Committees on Education, on Professional Standards, on the 1957 Milwaukee Conference, and on the Conference Program are doing exciting pioneer work.

The PUBLIC RELATIONS JOURNAL, for more than ten years engaged in building a literature for the profession, is a source of renewed pride to us and a source of wonder to our friends abroad. The existence of the annual PRSA membership REGISTER, which by now we tend to take for granted, is a model for the various other national public relations groups to which they one day aspire.

The Information Center in the na-

n more explosive  
d atom.....”

tional Society offices is a hallmark of professional services to members. Because it is relatively new, its full utility remains to be measured. Once again, its very existence is an inspiration to public relations practitioners in other parts of the world.

PRSA's sponsorship of the first complete bibliography of public relations literature, being prepared at Society expense under the auspices of the University of Wisconsin, and its various surveys of the dimensions of the profession under auspices of the Committee on Research are impressive evidences of planting and nurture of resources in ideas and literature that can have profound results in professional stature.

The Foundation for Public Relations Research and Education with its capital goal of \$500,000 with income to be used in research, education, and allied contributions to a better understanding of how public relations is a vital component of a dynamic society, is perhaps most exciting of all our PRSA activities to European and Latin American colleagues.

The significance of public relations activities of this kind—all too inadequately covered in these brief impressions—does not stop with our foreign colleagues. As ambassador for the Society during 1956, I have had the opportunity to discuss our ideas and activities with industry and industry group leaders in Britain, France, Germany, and Belgium, and can report absorbed attention and interest without exception. The very fact of the International Public Relations Association meeting in Paris was noticed and studied by foreign and economic ministries, with special evidence of interest on the part of our own State Department.

Once again these demonstrations of interest make startlingly clear the opportunities we all have to tell the story of public relations, and how inadequately we use those opportunities.

For we deal in the precious substance of ideas and in their ultimate communication in meaningful fashion to people.



*In France: Official interest*



*In Italy: Official Status?*



*In Holland: Demands*



*In Germany: Opportunity*

The interpretations and usages we make of them are manifold, but at the heart is the most explosive and exciting idea of all history:

*That man has essential dignity, and that free man with free choice and with access to information can live in peace, with increasing enjoyment of the fruits of the earth and in the harmony derived from understanding of his inter-relationship with other men and with the universe.*

Our contemporary world is beguiled to the point of hypnotism with the concepts of energy. The physicists have taught us that matter, light, sound—indeed, all the sensations revealed to us by our perceptual capacities plus all the potential sensations of infinity from which our human limitations prevent access—are forms of energy.

It is understandable that the release of this cosmic energy through nuclear science should absorb our attention. But ideas in themselves can be even more explosive than the unshackled atom.

And the public relations profession holds keys to unlock doors in the communication of the overwhelmingly powerful idea of human dignity that can only

be compared to the keys to the secret of cosmic energy.

Milton concluded, in his Sonnet to His Blindness, “They also serve who only stand and wait.” The public relations profession, as in medicine, theology and law, cannot be totally absorbed every day in the implications of professional status. The doctor treats the scratch; the minister raises budgets; the lawyer witnesses signatures; the public relations practitioner writes and distributes press releases.

All of these are necessary ingredients—but not the *raison d’être*—for professional status. In Browning’s words, “Ah, but a man’s reach should exceed his grasp.” Few know the second part of this line: “Or what’s a heaven for?”

We in the public relations profession have far to go. We must be skillful in the exacting techniques of communication of ideas. But our professional stature will be measured ultimately by the objectives for which we strive.

If those objectives include a personal dedication to the great but simple idea of the dignity of man, coupled with free choice and free access to information, then nothing on earth can prevent our entering the small circle of learned and benevolently useful professions.



# All in the Name of Public Relations



*Miss Majorette*

The daffy season arrives as  
"Queens" ruffle editorial calm

With the arrival of July and summertime comes also the daffy season when many a publicity stunt is committed in the name of public relations and forgiven only in view of the heat. The Queen business, for example, is predicated on the assumption that a pretty girl is like a melody — one that newspaper editors love to whistle. This is, of course, preposterous, since newspaper editors are so notoriously immune to pretty figures and would prefer to fill their columns with sound accounts of conditions in Western Pakistan. To refute this arrant nonsense, the JOURNAL, whose editors are comfortably removed by age from susceptibility to such trivia, show here a collection of Queens noted recently in a scholarly survey conducted wholly in the public interest.



*Miss Cannes*



*Miss Tuna Fish*



*Miss Rheingold*



*Miss Drum Stick*



*Miss Swim  
For Health*



*Just a  
Plain Miss*



*To a Miss  
Add a Mrs.*



*Miss National  
Press Photog*





*GROUND-BREAKING CEREMONIES for the first unit of the "Walls of Troy," a student fund-raising project. "The Walls" will eventually encircle the SC campus. At exercises, featuring "Trojan Trumpeters," President Fagg, second from right, joined students.*

# Making the Most of a Birthday

Anniversary celebrations, especially at the honored age of 75, offer fine opportunities for good public relations

by JOHN E. FIELDS

When the University of Southern California began its Diamond Jubilee in September, 1954, the first event was held, quite naturally, on the SC campus. Eighteen months later—when the curtain finally dropped on the 75th Anniversary "year"—the scene was Phoenix, Arizona, some 400 miles from the University.

Few public relations devices have as much horsepower for mobilizing community and alumni support as does an anniversary celebration. In the next five years, nearly 80 American colleges and

universities will be arriving at their 75th anniversaries. Our experience at SC may be helpful to the public relations people in these schools, and may contain a hint or two that will be of interest to business and industry anniversary celebrants.

At first glance it would appear that SC had fallen into practically all of the many traps available to those who would celebrate anniversaries — and allowed things to get slightly out of hand.

Actually, SC's "extended anniversary" came as a result of some rather careful planning which began back in 1950 with

the establishment of the following Diamond Jubilee objectives:

1. To bring graphically to every citizen of Southern California the contributions of SC to the area since its founding in 1880, the interests of SC and the community, and the potential contributions of SC in the coming year.
2. To produce in the mind of every citizen pride in SC as an academic institution, and a realization of the needs of the University.

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3. To raise funds for specific objectives.

Few founding fathers, whether of educational institutions or business organizations, had the foresight to initiate their creations on January 1st; and, when the time came to select the actual date of its anniversary year, SC found that it had a choice; the academic year, beginning in September, 1954—or, the calendar year 1955. Because the University planned to "kick-off" a 25-year fund raising program called the "Century Plan" during the Diamond Jubilee, a "compromise" was reached and a combination of the two resulted.

The final results would indicate that the choice of an "extended year" was a good one. The age-old anniversary "problem" of sustaining interest over a comparatively long period of time never actually reached the problem stage, chiefly because of "participation."

First, the deans and directors of SC's sixteen professional schools and colleges were brought into the planning. They were asked to invite the various local, regional and national academic organizations of their respective fields to hold meetings on the SC campus during the Diamond Jubilee; and to offer suggestions as to how the objectives might best be accomplished.

Internal participation also resulted when the Faculty Senate worked with the Department of Development staff in organizing twenty faculty Diamond Jubilee committees. These advisory committees—ranging in scope from "Publicity" to "High School Relations"—included more than 200 professors, and met continuously during the anniversary year.

Further, borrowing a page from Mo-

torama, SC's public relations staff spent one week—and a good part of the budget—previewing Diamond Jubilee materials and plans at regularly scheduled campus meetings of the Board of Trustees, the faculty and staff, students, all 160 alumni leaders and various campus organizations.

Luncheon meetings of university officials with community leaders, the managing editors of the four Los Angeles newspapers, and radio and television officials were held. At the luncheons SC's president, Dr. Fred D. Fagg, Jr., outlined the university's plans for the 75th Anniversary celebration, and asked for advice as to the best ways to keep interest alive in the celebration.

Dr. Fagg also "previewed" the university's long-range fund-raising program, giving a behind-the-scenes glance at SC's academic and financial needs for the next 25 years.

With both internal and external cooperation assured, SC was "ready" when September, 1954 rolled around. A 75th Anniversary seal had been adopted one year earlier, and numerous memorabilia using the seal were on hand for distribution to alumni leaders, faculty, students, and community officials; these included 60,000 matchbooks, 10,000 automobile windshield stickers, reams of university stationery, and 5,000 pocket calendars. SC's catalogs—more than 100,000—are distributed by the university's sixteen professional schools and colleges each year—carried the seal on the cover, as did the "Calendar of Campus Events," and all other SC publications.

As the year progressed, the university's public relations staff was thankful for the research and planning that had

JOHN E. FIELDS resigned on March 1, last, as vice president of the University of Southern California to establish his own public relations counseling service in Santa Monica, California. Previously he had served in various public relations capacities at Northwestern University for six years following his graduation there; then as chief of the Japan-Korea Division, Overseas Division, Office of War Information and with the U. S. State Department's forerunner of the Voice of America. He also formerly edited the FAR EAST TRADER. At the University of Southern California he organized the public relations and development program and originated the U. S. C.-P. R. S. A. annual public relations conference, oldest of its kind in the country.

taken place—but they were continually amazed by some of the "false assumptions" they had made.

With more than 80 per cent of its 60,000 alumni living in Los Angeles and adjacent southern California cities, SC had always assumed that its graduates knew "something" about the university. But a series of "Trojan Caravans" proved that proximity doesn't necessarily mean familiarity. Held in nearby cities for one-, two-, or three-day periods, the caravans consisted of SC professors giving talks to alumni, civic and service groups, and women's clubs. In most cities 25-30 groups were covered during a single caravan.

The response from the various publicity media in each city visited by the caravan was tremendous. The "novelty" of having visiting authorities on such subjects as national and international affairs, juvenile delinquency, and atomic research—as well as such noted personalities as Dr. Frank C. Baxter, SC's

*Continued on Page 24*



**CAMPUS QUEEN**, the inevitable but always newsworthy touch, is shown here with L.A. Postmaster Oleson. She's Jerra Tyler.



**BIRTHDAY CAKE** was feature of Alumni Day celebration. Blowing out candles, in costume, is new member of Class of '64.



**DEED OF TRUST** was presented to University President Fred D. Fagg by Mrs. Boyle Workman, daughter of SC founder.

# Is Business Tongue-Tied?

Silence isn't always golden, believes this observer; he finds that often businessmen's reticence is costly

by FRANK M. PORTER, *President  
American Petroleum Institute*

American enterprise, as it stands before us today, is a giant of initiative and strength. Its mind is keen, its vision clear. It has just one physical defect; it's tongue-tied.

Though our critics and detractors can't match us anywhere else, this one thing they can do—talk rings around us.

That is why they have imposed their style of political thinking on the public. While businessmen have been busy serving the public, preoccupied with this absorbing task, our critics have been busy deceiving that same public with slanders against us. And so the more we do to merit applause, the more it seems we are maligned for our efforts.

This is the problem of American free enterprise as a whole—of every industry and of all industries.

*A native of Brooklyn, FRANK M. PORTER's first employment in the oil business was with Dundee Petroleum Company at Ardmore, Oklahoma, in 1916.*

*He has been president of the American Petroleum Institute since 1950. He is president and owner of Fain-Porter Drilling Company of Oklahoma City, a firm which he founded with the late Leslie Fain in 1939. In 1918 Mr. Porter became associated with Wirt Franklin, independent operator in southern Oklahoma. He was named vice president of Wirt Franklin Petroleum Corporation when the company was organized in 1927.*

*He is a director of the Independent Petroleum Association of America and is a past president of the general Mid-Continent Oil & Gas Assoc. He is active in the American Assoc. of Oilwell Drilling Contractors.*

Our adversaries have written dozens of books. They have also written numerous articles. They have made speeches up and down the land. They have called us all the bad names they could find.

But, why do they dislike us? What motivates this assault on all industry? Can we find anything in the record of performance to justify their antagonism?

Have we neglected our responsibilities to the American people? Have we proved unworthy of their confidence in peace or in war? Industry's war record has been given a high place in history by the commanders of the armed forces as well as by the statesmen. Its peace record is an epic of enterprise and progress.

With determination and hard drive the oil industry has met and fulfilled the oil needs of a rapidly expanding economy, an economy growing so fast that since World War II annual domestic petroleum demand has risen by more than 70 per cent. Just last year this demand passed the three billion barrel annual mark for the first time in history, and is still increasing. Today this industry manufactures some 2,350 primary products that are used to provide our countrymen with the good things of life—from motor fuels to a broad range of petro-chemicals. No critic can make any case that this industry has fallen short of meeting the needs of the American people for the petroleum products so vital to their rising standard of living and for their survival as a nation.

How have we measured up in efficiency? There again the record is plain. Only an efficient industry could have

*In a word, everybody. Businessmen, on the contrary, don't talk enough, Mr. Porter says*

LOOK WHO'S TALKING\*



*Union Boss*



*Baseball Savant*



*Screen Luminary*



*Critic of Life and Letters*



*Political Aspirant*

\*From top to bottom: Walter Reuther, Casey Stengel, Marilyn Monroe, Oleta Yates, Estes Kefauver.





*PEOPLE LISTEN when business does speak up. This is Neil M. McElroy, Proctor & Gamble president. At left is Francis Cardinal Spellman and at right J. Albert Woods, president of Commercial Solvents.*

developed and mastered the techniques that have made the refinery an outpost of modern science.

How about the industry's employee relations? In its pay scale, in its benefits, in its consideration for workers, the petroleum industry can well regard its record as a point of pardonable pride.

Have we been bad citizens or poor neighbors? The record shows that the contrary is true—that in large measure oil men and women have been in the front ranks of those seeking to advance and serve the welfare of the people in



*SUCCESSFUL presentation of assignments too often leads to criticism rather than praise of business. Mr. Porter believes industry's war role has been underestimated.*

the communities where they do business.

This is the industry's record. It is in the best American tradition. Yes, it has been a successful industry—successful in serving the needs of our nation. And for that we have been rewarded, which is the American way.

But we have shared our progress with the nation—with our employees, with our community neighbors, with our customers. All enjoy better and happier lives because the people in oil have been encouraged by America's traditions and institutions to exercise their initiative, to take risks, to persevere, and to win rewards commensurate with their efforts and work.

Now, let us consider the question: Why are we being pilloried? Is it in spite of that record—or because of it? I think the answer is—because of it. Outstanding achievement has made us conspicuous. Just as a steeple rising high on the landscape attracts lightning, the oil industry attracts the wrath of those who resent success—most especially the success of the American free enterprise system.

There are fashions in political thinking as rigid as ever prevailed in women's styles. Many people would be as much afraid of thinking an unfashionable thought as of going to the beach in a 1920 bathing suit. And it is our misfortune that today the most copied style-setters of American political thinking are people of leftward leanings.

They are people who have a wide audience for their writings and speeches. And they are people whose guns are always loaded to snipe at free enterprise. They wield a great influence over the beliefs, the ideas, the opinions of great masses of citizens who are not so much concerned about thinking according to the facts as about thinking according to the fashion of the times.

I am convinced that the atmosphere can be changed. The majority of Americans are smart enough to abandon a foolish course of action, even a foolish course of political thinking, once the facts have been brought home to them in a convincing way. My faith in the American system makes me believe that.

I also have enough awareness of our present problem to know that we have a hard, hard job ahead of us in getting the straight story across, especially to people in the states that have no oil production. When a man swallows poison, he can be treated with a stomach pump, but when he has taken a poisonous idea into his brain, there is no way to pump

it out. He must be treated with the slow-working antidote of education. And that's what we in the oil industry have to do—a job of education. I'm not talking about this as a job for only one group of specialists—the public relations people. It's a job for every oil man.

Surely no one in our industry suffers the delusion that public relations is mainly a concern of the industry branch that deals directly with the public—the marketing branch. What people think of the industry in all its branches is very much a concern of every branch.

In recent years this industry has waged a vigorous and, I believe, highly effective public relations campaign of that kind. We were moving ahead. We were gaining ground. But events of the last few months have thrown us for a loss. Now it will be a tough struggle to get back to where we were last January—even though the goal is much further on. We must regain lost friends besides making new ones. We must repair our lines of communication with the public. While seeking understanding of and support for our objectives, we must follow a code of conduct that will win respect for our principles.

Our critics have succeeded in getting this principle written into the rules of the game: The industry will be judged by the behavior of any one of its members. Wherever an oil man goes, whatever he does, in the eyes of those who are watching, he is the oil industry. And if he is guilty of a misstep—or of an action that can be made to look like a misstep—the whole industry will be blacklisted.

Like Caesar's wife, the oil man, for the sake of his industry, must behave in such a way that he is at all times above suspicion. More than that, to win the public confidence our industry must have, oil men should be willing to take the public into their confidence. That means the oil man should be ready to tell his side of the story in a forthright and candid manner whenever any action of his is questioned or blamed.

You know how most of us feel about the man who pleads the Fifth Amendment to conceal his political past. That looks bad in court when a man is accused of communist affiliations. Well, to an outside observer it doesn't look good when an oil man—by his silence on any question—appears to plead the Fifth Amendment before the court of public opinion.

This, remember, is the court we must go before and convince. In some states we can't expect a friendly jury as mat-

*Continued on Page 23*



## *Widespread Support Developed for Long-Range Drive to Sell Benefits of Electrical Living*

Extensive support for the long-range "Live Better . . . Electrically" program has been forthcoming from all elements in America's electrical industry since a closed-circuit telecast announced this drive on February 8 to electric utilities and local businessmen. There are now over 300 electric utilities spearheading the mass-market development campaign on the local level, and considerable activity is anticipated from the over 35 manufacturers of electric home equipment now participating in the program.

Tangible evidence of "Live Better . . . Electrically" promotions at the "grassroots" level may be found in special newspaper supplements springing up from Georgia to California. Over two million lines of "Live Better . . . Electrically" advertising have been placed by electric utilities and local business allies in the past four months.

"Live Better . . . Electrically" has been often employed as the umbrella theme for conventions, trade shows and other special events. Saturation TV and radio campaigns have already been conducted in many major population centers.

"Meet Mrs. Swenson," a new 27-minute color movie, is being shown across the nation to a broad cross section of local clubs and groups. This motion picture tells how a typical family made the transition from primitive electrical living to the many comforts and labor-saving conveniences made possible by electricity today.

A new 72-page book, "Step by Step Ideas to

Help You Live Better Electrically," complete with over 100 color illustrations showing how electricity becomes a part of any room easily, is being distributed to housewives and homeowners by electric utilities. This idea brochure contains hundreds of installation tricks and plans, trends and ideas.

Planned to run on a truly long-term basis, the "Live Better . . . Electrically" program is designed to promote the basic advantages of electricity and electrical products for the American home. This covers an eye-opening gamut of over 60 electrically powered devices, ranging from kitchen appliances and housewares to outdoor electric lighting and home workshop tools. All have a key role to play in modern living. Their over-all story has not been told before in the electrical industry's 77-year history.

"Live Better . . . Electrically" has been found to apply equally well to new home construction as well as to modernization of older residences. "Better-living" extras such as indirect lighting, air conditioning and remote-control wiring appeal to prospects searching for the right house; yet new electric equipment and wiring are recognized as excellent insurance against home obsolescence and depreciation.

Because of its industry-wide scope and variety of basic appeals, "Live Better . . . Electrically" offers a wealth of opportunities to all who join in telling the public how electricity promises better living . . . today.

# **LIVE BETTER... *Electrically***





# Useful As Well As Ornamental

Even though dedicated to beauty,  
a public institution must serve  
a basic human need to win support

by RUSSELL J. SEIBERT  
*Director, Longwood Gardens*

One Sunday not long ago, I sat in my office overlooking the Longwood Gardens and watched more than 10,000 visitors walk purposefully through the gate and spread out over the landscape. Cars by the hundreds wheeled into the parking lot, special busses disgorged streams of passengers, and people strolled in from the public road in a steady procession.

When you play host to people on a scale like this, week-end after week-end, with crowds present every day of the week, you're in the public relations business whether you want to be or not.

The public relations aspect of any institution, as a matter of fact, has come to be its most important phase, far outweighing the operational side. I think this is the case particularly in those institutions devoted to the fine arts or other cultural pursuits. The chief emphasis must be on public service. Unless the institution can make itself understood and its objectives made well known to the public, it will, in one way or another, fail of its purpose.

Obviously, it must attract visitors. The finest collection or the most important specimens in the world will be simply

dust-gatherers if they spend their fragrance on desert air. And crowds, if they come, must be handled with care.\*

So, in an immediate sense, the public relations problems involved are those which you assume in attracting and dealing with large crowds. You make your guests welcome and assure yourself that everything possible is done to

\*Statistical counts indicate that car-pooling, popular as it is for work, is not for play. A few years ago, 3½ persons per car were noted. That average is now decreasing to 3. Not only are more people visiting institutional attractions, but parking facilities are overtaxed by fewer people per car.

make their visit worthwhile, providing, at the same time, maximum protection for life and property.

The more significant public relations aspect, however, lies in quite another area:

The crowds that converge on Longwood on a fine Sunday in early summer are not attracted by sports events or the gaudy type of mass entertainment. They come in response to one of man's most basic and elementary loves—a flower garden to invite his soul. They might just as readily be the crowds that throng the art museums or the concert halls in search of beauty. The point is that all institutions such as the privately endowed art galleries, museums and gardens, if they are to discharge their public responsibilities, must fill a clearly evident human need.

In the field of medicine or physical care, evidence of public service is obvious. The problem at Longwood and in similar institutions is to demonstrate that the cultural and artistic side of humanity is no less vital to society's well-being.

We feel very strongly about these cultural values—all the more so in that there are far fewer opportunities in this area than in those of the medical and

welfare type. The job is to make sure that others share our enthusiasm—and continue to do so.

By way of background, I might explain that Longwood Gardens is considered one of the nation's most important horticultural showplaces. It was established by the late Pierre S. du Pont as a permanent public institution, with gardens, greenhouses, arboretum and fountains which have become famous.

The Gardens are operated by the Longwood Foundation, a non-profit, philanthropic Foundation which was created by Mr. du Pont in 1937. During his lifetime (he died in 1954) he was personally concerned with the development and operation of Longwood. Since his death the Foundation has set up a supervisory directorship to manage and care for the Gardens out of funds allocated to the purpose by Mr. du Pont. Longwood is comparable in its sponsorship, therefore, to other cultural institutions such as the National Gallery in Washington, established by Andrew W. Mellon; the restoration of Williamsburg, preserved for posterity by the Rockefellers; to the many libraries endowed by Andrew Carnegie, and so on.

*Continued on Page 20*



*History at Williamsburg*



*Art at the National*



# So You

enough to work for us would find out first we already have a going department, and act accordingly. Applicants who flunk this test, I am prone to conclude, don't have what we are looking for.

Anyway, the chances are that when we hire a man it is because we have an opening and have been looking. This introduces the first qualification an applicant must have: he must be lucky. Lucky, that is, to be available when we need somebody, instead of when we have a full staff, which is mostly, as I have said.

For the most part, we look to the world of journalism for candidates. The reason—it may be a curious one to the layman—is not that we are seeking ability to write. We look to journalism because newspapermen deal for the most part with human reaction to situations. We believe the good ones develop a subconscious sense of public reaction, to the extent that they can predict with fair accuracy, and without taking a poll, public reaction to any given stimulus. It is obvious that such ability is, to put it mildly, highly desirable in a public relations man.

I do not want to disparage the importance of the ability to write, although I think it can be more accurately put as the ability to express one's self, whether orally or in writing. It is certainly true that a public relations man who cannot find the words to say exactly what he means is up against an almost insuperable handicap. But more important, so far as we are concerned, is this vague, imponderable thing called judgment.

Judgment, the ability to look objectively at a situation, to analyze its potential, to weigh probabilities, to come up with a solution that lies within the practicalities; this is the prime, the invaluable characteristic of the public relations man. Without it he is, in the last analysis, nothing. Obviously, therefore, it is the chief thing for which I look.

Yet how can you detect it? There are indications that come out in a casual conversation. It is possible to put hypothetical questions that reveal something. Perhaps intelligence tests and aptitude tests might be helpful although we have not used them. For in that last analysis nothing can show it but the test of actual situations. We have had



*APTITUDE TESTING in public relations field is not yet a pure science and most administrators incline more to intuitive judgment than to tests which leave much to chance.*

(The author of this article is assistant director of the public relations department of a large company. He remains anonymous because of an understandable desire to avoid a freshet of job applications, each from an individual confident that he meets the specifications to a T.)

Of all the frustrations of public relations management, and they are numerous, there is none more frustrating than the search for able, qualified personnel, or even for personnel having good potential in that direction. There is, in all truth, no dearth of applicants, but there is a great shortage of applicants with real competence. And so the search is one to be approached with prayer, fasting, and huge amounts of patience. Sometimes even these fail.

Learning one day that hiring was among my responsibilities in the department in which I work, the editor of the *PUBLIC RELATIONS JOURNAL* pounced upon me with the demand that I put down on paper the benefits of my experience. By this he meant, I gathered, that he wanted me to give my ideas as to the qualities a candidate for public relations work should bring to the job.

By way of background, let me say that our search for people is far from continuous. We have accumulated a full staff of unusually able people, and vacancies are fairly rare. When we do have an opening, it comes on one of two

levels: first, we have occasional need to find a man who is ready to do important work with a minimum of training and indoctrination. Second, and more usual, we look for young men with potential to whom we can entrust less crucial jobs for several years, and who can grow into more responsible work.

I also want to say that in my experience you don't find good people by accident. We receive numerous job applications, and, discouraging though it may be to beginners, I have yet to see one pan out. I am sure others have had a different experience, have been blessed by having the answer to their prayers walk in the door at the crucial moment and offer himself as a candidate for employment. I envy them, for this has never happened to me.

And I feel very sorry for the job applicants. It must be a harrowing task to find the right words. They can be so reserved as to seem to be negative. Or they can be so brash as to seem to be egomaniacs. I'd hate to be in their shoes.

In this connection, I have a deep personal antipathy to a candidate who begins his courtship with a letter to our president making two points: 1. our company could do with some public relations; 2. he is the boy to give it to us. I figure that anyone intelligent



# Want To Be in Public Relations?

Job applicants with the right kind of background and approach will find a favorable reception but the wrong idea will soon lead to trouble

*Anonymous*

to develop a method of dealing with this X factor, and I'll come to it later.

There are other qualities that complement sound judgment. One, obviously, is a thoughtful approach to a situation, a disposition to walk around it and look at it from all sides. I know of nothing that will harm the presentation of a public relations project to our management more than the discovery, elicited by questioning, that there is some glaring flaw that the proposer had overlooked. We don't like snap judgment, and I'd far prefer to have a man refuse to commit himself until he has had time to consider all the aspects of a problem. I don't like a negative approach, but I do look for thoughtfulness. Many a public relations man has ruined his future by coming out with glib but carelessly thought-

out answers to important questions.

Fast and foolish answers are very often the result of little or no knowledge of the elements of business and little or no interest in getting that knowledge. Candidates for public relations work too often feel that their chosen specialty does not call for an understanding of such things as working capital and retained earnings. A little thoughtfulness should make them realize that they are proposing to associate with men who are giving their lives to careers in which such things as that are very large realities. The public relations man absolutely must gain the confidence and respect of the business leaders with whom he must deal. But in the minds of such leaders, nothing will more quickly brand him as immature than the realization that he knows next

to nothing about the most important problems dealt with in business life.

Another quality is courage. Without it a man will not be able to stand up for what he believes to be right against the opposition of the boss, or of a vice-president, or the president himself. And if he doesn't do that, he can't do his job. This, too, is hard to measure short of under-the-gun performance, but we try.

Closely allied with judgment, thoughtfulness and courage, and especially with the latter, is independence of thought. There are fashions and shibboleths in public relations thinking as in everything else, and there is the subconscious desire to conform to current trends, whether they involve sincere ties, the

*Continued on Page 18*

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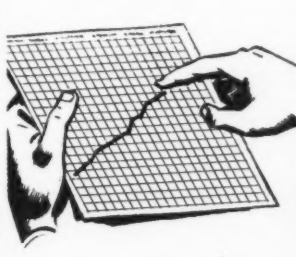
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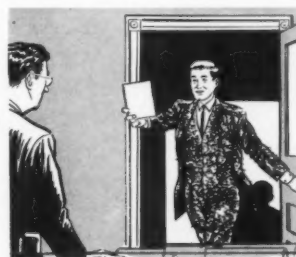
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# So You Want To Be in Public Relations?

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use of motion pictures, opinion surveys, or what have you. We like public relations people who will come up with their own solutions to problems, and not be unduly influenced by others.

There is, also, the matter of conviction. I realize there are differing opinions on this, but in our department we want our people to believe in what they are doing. We want them to believe their work is important. We want them to believe that the company operates to the benefit of the people of the United States, and that the same is true of our economic system. At the same time, we do not want them to be so fanatically partisan that they lack the objectivity that is essential to sound public relations thinking. Putting it another way, we want them on our side intellectually as well as emotionally.

Next, as I have mentioned, is the ability to express one's thoughts clearly and forcefully. The best idea in the world will die unless the man who conceives it can convey it and sell it to others. There is more involved here than the use of words. It is necessary to remember that a public relations man is going to have to work with people who have made, or are in the process of making, a success of their business careers. They will instinctively, and very naturally, resist suggestions from anyone they cannot respect.

Here we run into another nest of imponderables. Will people instinctively respect the prospective public relations man? It may sound trivial to say that his appearance has something to do with this. Yet it is a factor. Businessmen as a group dress conservatively. If the candidate appears wearing a violent sports shirt, no tie, and garterless socks that hang over his shoe tops, I immediately question his judgment. He should have sense enough to know that if he is going to work with businessmen he must dress in such a manner as not to do violence to their ideas in that field. It is perhaps illogical to hold this idea. One might argue that the late Professor Einstein, in his shapeless gray pullover sweater, would make no hit with a business ex-

ecutive. Probably he wouldn't, but it is questionable how much real relevance there is in the fact.

Is he well-spoken?—we're back on the candidate again. Is his manner unpleasantly aggressive? Is it too Milque-toastish? Does he use his words well? Does he seem natural, or does he appear to be playing a role he believes will be liked? Has he a sense of humor?

I will concede without argument that adhering too closely to criteria such as these might lose us a genius in public relations. But geniuses are few and far between. I'll take the chance, and for a very good reason: the men we hire are, if they are going to do a job, going to have to sell themselves to businessmen who, even though they are as able as any other competent people to probe beneath the surface, nonetheless know the way they like things to appear on that surface.

To reduce this to absurdity, were a candidate for a public relations post in the Government of Israel to appear wearing a fez, his chances of getting hired would be, I venture to suggest, somewhat prejudiced. I suggest further that the ability of a candidate to grasp this fact is an element in weighing the soundness of his judgment.

I should like at this point to go back to my statement that I incline to journalism as a source of men with the qualities we want. I should add that it is not the only source. We've found excellent men in fund-raising organizations—they work with human reaction, too. We have found a few right within our own organization, in other departments. They can turn up anywhere. But the probabilities, to my way of thinking, still look best in the journalistic world. I realize this runs counter to some modern theory; I can only say it has worked for us.

What of the schools of public relations? I think they may prove useful in the future. However, there are leagues in public relations just as there are in baseball. It is unusual for a rookie pitcher to crash the major leagues on leaving college. Generally speaking, he

needs seasoning in the minors. To me this is profoundly true of public relations.

We run a large operation where mistakes can be very costly, and we need mature men and women. I don't think there is any question that the training young people get in a school of public relations can be, over the years, enormously useful. But that, to me, is the beginning of their education. They need to be seasoned before they are ready for important jobs.

How do they get the seasoning? By working at their trade where the pressures are not so intense, or by getting a newspaper job, or both. How does this lead to important employment? Mostly by the fact that their work sooner or later brings them into contact with big-time people, and if they make an impression, the time is bound to come when they'll be called.

I have, quite a few times, run into young fellows doing public relations for a local chamber of commerce, or for a manufacturers' association, or for a charitable organization. I've been impressed by their performance, and I've filed a mental note that I want to remember them when an opening occurs. Then, when there is a job to be filled, we go after them.

It is unlikely that we should toss such a youngster into the really tough jobs right away. More likely we'd hire them for spots where they would work under close supervision, so that they'd get the feel of the business, and not be under too heavy pressure at the start. I'm almost willing to bet that one young chap we hired under such circumstances will be the head of our department some day . . . or if not ours, then somebody else's.

There is one thing I want to interject here. We pay real attention to references. I have found that people are reluctant to speak ill of a candidate for a job, as they do not want to think their criticism may have cost him an opportunity. In consequence, they are very guarded indeed in any statements that might be construed as critical.

This means that one has to listen very attentively for any remarks that imply criticism, and then multiply the remark by at least two. I can say that some of our worst hiring mistakes would have been avoided if, in our eagerness to fill a job, we had not passed over very slightly critical comments by men given as references. Those slightly critical

*Continued on Page 30*



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# Useful As Well As Ornamental

*Continued from Page 13*

Since it first opened in 1921, more than 4,000,000 visitors have seen the Gardens, and the attendance now totals more than 300,000 a year, more than some of our national parks. On a pleasant Sunday in spring or early fall, our visitors often outnumber those present at Connie Mack Stadium in nearby Philadelphia. Hundreds of garden clubs and professional societies make pilgrimages to the site.

In my early days as a botanist I had no thought of becoming a public relations man, but since becoming director of Longwood Gardens I find my responsibilities inclining ever more in that direction. And I'm sure the public relations function, as distinct from my title or the organizational arrangement, is basic to any public institution.

There was a time, I suppose, when institutions, which naturally reflect the enthusiasms of their donors, could be indifferent to public interests. Many a musty museum, seldom visited and often out of step with changing times, has emphasized this truth. Today, however, any institution with its purpose clearly set forth as a certification of its tax status, has an obligation to fulfill its avowed function as richly and as fully as possible.

What the strict legal requirements of each situation might be, I don't know. The governing principle, to me, would

seem to be primarily one of public policy. The public cedes to institutions such as ours specific rights in return for performance of specific duties. If the institution does not carry out its role, sanctions will be applied in one way or another, and in time will have their effect. The basic public relations responsibility, therefore, is to guarantee that the institution's activities are entirely compatible with its designated function—and remain so according to the times and needs.

In our case, for example, our role is in the area of education as well as in the realm of the horticultural arts. Longwood Gardens is primarily a beauty spot and it is as such that it has attracted millions of visitors. Yet the motivations behind a visit would seem to have changed somewhat in this way: the figures show that since 1946 the number of home gardeners in the U. S. has more than trebled. This means that the crowds coming to Longwood Gardens are far less casual than they formerly were: many who come wish to be informed rather than to be entertained. Home gardening in one form or another is the No. 1 Hobby of the U. S. public today.

Our answer is to recognize this need by establishing a real educational program so that we can be of service to the community of plant and flower lovers. One of our projects, for example, is a complete labeling job on all specimens, so that visitors may know and have some background on the things they see.

Under our educational program, which is headed by Dr. Walter H. Hodge, formerly of the U. S. Department of Agriculture, the visitor who would like to attempt some of our plant displays around his own home will find that Longwood has a great deal of advice and information to offer.

At a new admissions building now under construction we will have a section at which information on displays throughout the garden will be available. If, for instance, a visitor is interested in growing some shrubs he saw on display here, the information desk will tell him where the plants can be obtained and



*CROWDS bring public relations problems to any institution but would present an insurmountable one if they should stay away.*

will also furnish him with planting instructions.

Our vegetable gardens will offer a great deal of information to the person preparing his own garden. Simply by looking at our gardens the home gardener can get professional guidance on correct planting arrangements. This year, we plan to supplement that by putting up signs offering detailed information on planting and cultivation.

Along with introducing plants in new variety, we plan also to grow many varieties of plants that were once very popular in home gardens but have faded out of use for one reason or another over the years. We're proud of the idea because we're sure it will be very helpful to homeowners, especially those who are living in developments where the builders often leave the plots almost bare.

This is, of course, only one phase of our plan which we will enlarge and broaden as we go ahead. It is, however, the type of public relations concept which we regard as essential to institutional procedure. It seems to us that it is basic and that it represents an ap-

*Continued on Page 28*



*Russell J. Seibert*

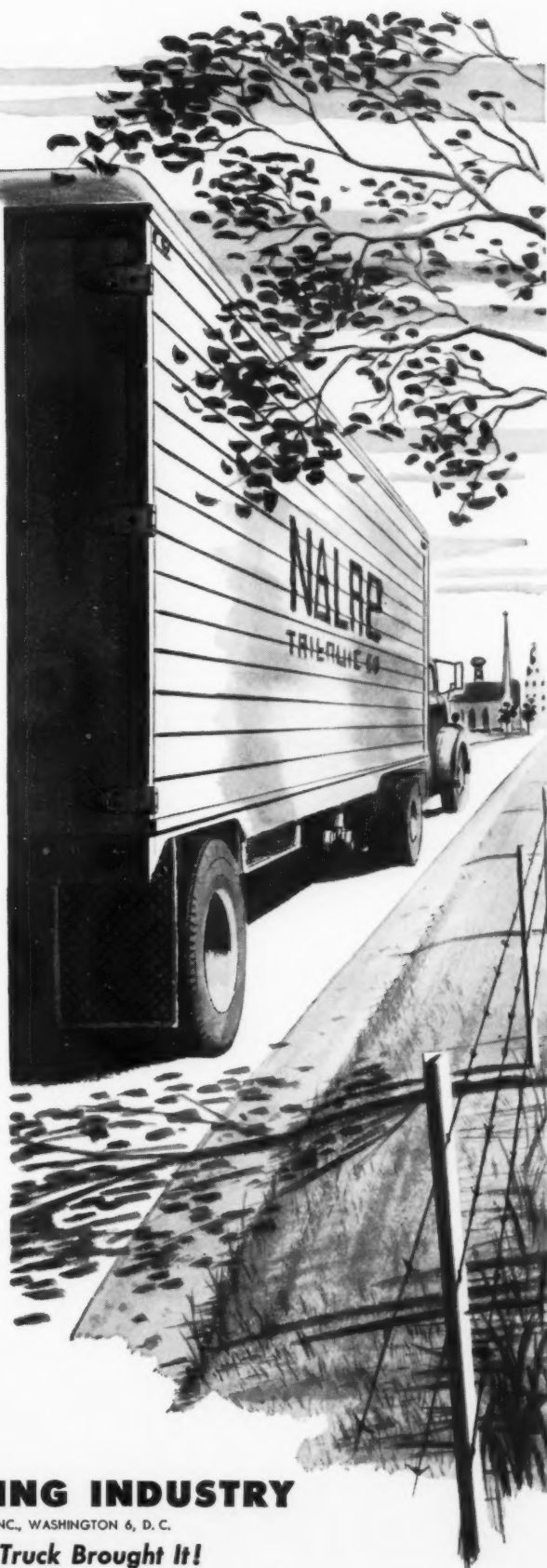
# YOU *asked for this trip...*

**HARD TO BELIEVE?** It is true, nevertheless. Any time you see a truck or tractor-trailer on street or highway, you can be sure it is in response to the needs of some "you" somewhere. And because the total of truck movement lies at the heart of our whole economy—our high standard of living—those trips are, in the final analysis, for *you*.

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Everything from apples and airplane parts to zircons and zinc—including everything you eat, wear and use—travels these days by truck, because only the truck can do the complete job among all forms of land transport. No other kind of transport can move from door to door with all that this means in economy, minimum handling and prompt delivery.

Next time you see a truck or tractor-trailer on the streets and highways, you can be sure it is working for *you*.



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# Books in Review

**THE EMPIRE**, by George de Mare. New York, G. P. Putnam's Sons. \$3.95

*Reviewed by ASHWORTH BURSLEM  
Manager of Public Relations  
Hercules Powder Company*

Among the younger generation today there is an often-used phrase "he's a crazy, mixed-up kid."

This phrase applies to George de Mare, author of a new book, "The Empire."

The book is described as "a novel on big business." Author de Mare is credited with working for the Bell System on various public relations assignments.

On reading the book, several things be-

come painfully evident:

(1) "The Empire," or as it is referred to in the text, The System, is undoubtedly Bell;

(2) As recreated by Mr. de Mare, the System is a disembodied, disjointed robot which could hardly operate with any degree of success in our modern world;

(3) Mr. de Mare not only takes a very dim view of public relations but for one allegedly once associated with it, demonstrates a frightening lack of knowledge and certainly no appreciation of the basic concepts of public relations.

And finally,

(4) Mr. de Mare must have been terribly unhappy in his job, for he views all about him with a jaundiced eye, painting a picture of industry which is reminiscent of the opinions held by the avant garde of the twenties.

To give the author credit where it is due, it must be said that he can write interestingly of characters and situations involving the inter-relationships of various men and women. His method of doing so in "The Empire" is difficult to follow, but he does have the storyteller's gift of leading you on despite the roadblocks of style put in your path.

It is hardly a book to bring about better understanding of industry today. By the same token, it can't do much to foster misunderstanding.

There is so much vagueness, and such contradictory conclusions, that the reader gives up trying to link the characters with The System, and seeks only to follow the fortunes of the diverse personalities sketched for him.

On the whole, Mr. de Mare seems to be trying to say that big industry is hardness and cold efficiency, that it is ruthless and without moral or ethical standards, and that only an unscrupulous seeker of personal gains can triumph.

He has his hero, Martin Brill, say at the end that as a symbol of success, which he represented, he had no heart, but brains and guts.

This one phrase clinches the crazy-

mixed-up kid charge, for if anything brought Martin Brill success in The System, it was his devotion to integrity and honor and the rule of his heart over his brain on several key occasions. On the other hand, those characters who relied on brains and guts and discarded heart were, in the novel, consigned to limbo along the road to success.

If author de Mare had hoped to prove that the heart has no place in modern industry by his book "The Empire," he has failed. If there is one clear concept to be extracted from the confused miasma of words, it is this . . . the shrewd, unscrupulous boys may get ahead faster for a while, but the man who abides by the age-old concepts of decency will, in the end, triumph.

**PSYCHOLOGY IN MANAGEMENT**, by Mason Haire. New York, McGraw-Hill Book Company, 1956. \$4.75

*Reviewed by FRANK P. THOMAS  
Frank P. Thomas Associates*

This volume by a college professor and consultant is aimed at the practicing manager ("at all levels") and at the college student interested in industrial psychology. Both will have to mine for the nuggets.

The author, understandably, avoids specific solutions, feeling that there are no pat answers in this field. However, the introduction of more case material out of actual experience might have served to make the book more readable and profitable. The author covers chapters on the nature of people, leadership and supervision, communication, training, and productivity.

The PR practitioner will, in general, not find this volume very rewarding. The psychological principles described are elementary and much of the material has a familiar ring.

The chapter on communication emphasizes the need for a two-way flow of information between supervisor and subordinate, and makes a number of interesting points:

(1) It does not follow, the author

*Continued on Page 32*

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# Is Business Tongue-Tied?

*Continued from Page 10*

ters stand now. But to win our case we must be prepared to go where the mud is thickest. We can't yield to the temptation to stay within the comfort of our own circle and hold friendly meetings among friendly people who know and respect us. We must all become missionaries. We must go out among the unconverted and let them hear a side of the story that many of them have never really heard before, many have never been willing to hear—your industry's side of the story.

The Bible tells us that there is "a time to keep silence and a time to speak." This is surely the time for us to speak—in a clear and emphatic voice.

But the industry, as such, has no voice. It can't speak for itself. The only way it can speak is through the voices of individual oil men. And many voices must be raised so they can be heard above the incessant din of our critics. For the sake of our industry, and its future, for the

private enterprise American system we cherish, we must all speak—and speak boldly in defense of the oil business.

This is no easy assignment ahead of us. Most of us have a fairly clear idea of exactly how tough it will be, and how unpleasant at times. But we have a strong incentive to goad us on. We are not fighting for any temporary or modest goal. This industry is fighting for its life. Our most active and outspoken critics leave no doubt about their objectives. They are in a lynching mood—their aim is the complete nationalization of oil and all of its workings.

During the debate on the Harris-Fulbright Bill last February, one Senator declared: "Gas and oil companies are public utilities and are monopolies, because gas and oil are a part of the resources of our country, with which God Almighty has blessed all the people, whether they live in the state where gas and oil is produced or not."

Should this claim ever be accepted as fact, it could be used to destroy the petroleum industry as a private enterprise. And after the petroleum industry was destroyed, private enterprise in agriculture would be wiped out with the very same argument.

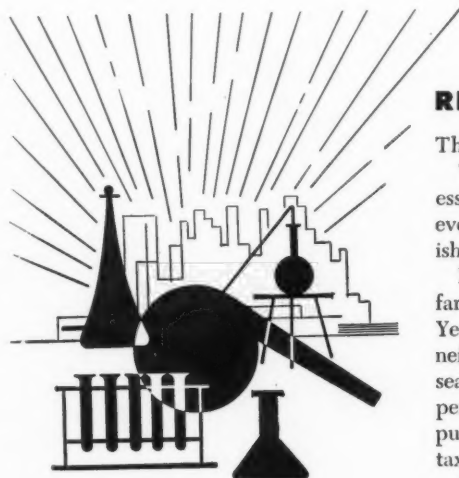
For if oil is a monopoly and a public utility because it is a natural resource,

then the soil is a monopoly and a public utility, too. So is the iron and steel industry. And coal and copper and the fisheries and on down a long list of enterprises until there would not be enough left to carry on the pretense of a private enterprise system.

Alone and by itself the oil industry is worth fighting for. But now the issue has been clearly drawn. We can see that we are fighting for much more than our industry alone. We are fighting for freedom itself against those who would engulf us with creeds that have brought more misery to the world than all the plagues of the Middle Ages.

Either the oil industry stays free or the American people will be measured for shackles. Either the oil industry stays free or one by one the lights of private enterprise will go out.

There is, indeed, as the Bible says, "a time to speak," and that time is while there remains enough freedom in this country so we can speak. Let's use this freedom while we have it. Let's use it so we may preserve it and hand down intact to future generations of Americans the cherished rights we have inherited from those who were willing to speak, to fight and die, if necessary, whenever a free country, and a free people, needed defenders.



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There is new beauty in the world today: anodized aluminum.

To the research scientist "anodizing aluminum" is a technical process; but to others on the Reynolds team . . . and to stylists and designers everywhere . . . anodizing is a process by which aluminum can be finished in a rainbow variety of permanent colors.

Now—although research is as necessary to industry as seed is to the farmer, it is sometimes hard to reckon its value in bookkeeping terms. Yet, Reynolds research is understood and accepted by our friends and neighbors wherever Reynolds plants are located. They know that research pays off in greater employment. They know that each process perfected by Reynolds research will be translated by sales into greater purchasing power in Reynolds plant communities . . . into increased taxes, too.

So—because they understand and support Reynolds research, our neighbors are a welcome part of the Reynolds team . . . a team that works constantly to develop new goods and processes for everyone.



# REYNOLDS ALUMINUM

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*HAPPY FACULTY: SC Professors Frank C. Baxter, left, and Merrell Gage, right, are pictured with their awards (a TV "Emmy" and an "Oscar") which they won as part of special programs carried out during Diamond Jubilee. Faculty participated in many events.*

## Making the Most of a Birthday

*Continued from Page 8*

"Emmy" award-winning TV performer—available for interview, gave local publicists both news and feature material. Radio and television stations asked for interviews with and lectures by the professors; newspaper coverage of the various meetings was phenomenal, with one major newspaper carrying six different caravan stories on one day. Most important of all, SC's alumni had the opportunity to hear of the university's progress and plans—and their interest has prompted SC to include the caravan as a part of its overall public relations program in the future.

The public relations staff also discovered that its specially-prepared Diamond Jubilee film—although viewed from Washington, D. C. to Honolulu—probably didn't prove as valuable or as economical as a group of visual display panels. The 12 panels, each measuring 4' x 8' were viewed by hundreds of thousands of people in southern California at caravan meetings, in department store windows and hotel lobbies, and at campus events. They reminded people—as did other types of anniversary publicity—that two out of every three dentists, school administrators, judges and pharmacists in southern California are SC graduates, and showed in detail the past, present, and future plans of the university. Although not as familiar a public relations tool as some others, the panels more than proved their worth—once the PR staff got around to ordering the shipping cases needed to get them to off-campus destinations!

SC made another film during the year: "The Face of Lincoln," starring Professor Merrell Gage, won an "Oscar" as the best two-reel short subject. With Dr. Frank Baxter's "Emmy" award-winning TV Shakespeare courses, the film

added prestige to the Diamond Jubilee.

When contacted by university officials and asked to participate in the anniversary, other organizations went out of their way to help SC celebrate because they're looking for tie-ins. Included in the many "cooperative ventures" were "SC Day at the Los Angeles Advertising Club," a salute in neon lights on the Goodyear blimp for a month as it circled Los Angeles at night, and a series of commemorative corporation house organs. The State of California helped out by rushing through application papers which resulted in the designation of the university's original building as an historical landmark; time became a factor when it was decided to hold rededication ceremonies on the date of the 1880 cornerstone-laying so that the plaque (reading "The Oldest University Building in Southern California") could be placed on the proper date.

Temptation to depart from SC's normal public relations policy of "Don't write it unless it is dignified" became rather strong at times, but again the planning provided the answer; in each case a contemplated story or event had to meet one of the Diamond Jubilee's original objectives.

News releases about the anniversary—and *not* about the anniversary—contained the phrase, "... as a part of SC's Diamond Jubilee observance," as did other SC stories whenever possible. The university's News Bureau normally writes an average of 100 stories a month (with more than 1,000 clippings from newspapers and magazines coming in each month), and its output doubled during the anniversary. Trying to estimate how many people read the words "SC's Diamond Jubilee" thus becomes practically impossible—but decidedly satisfying!

The anniversary calendar—drawn up months in advance—gave the publicity staff the opportunity to plan ahead, and to fit in events as they developed during the year. "Diamond Jubilee Week," which began the anniversary, was loaded with possible photo-stories, including a queen election, and a cap-and-gown convocation. Many of the other events held during the year were such that press conferences could be scheduled on the more special occasions: faculty and student convocations brought in "name" speakers; joint celebrations with the university's professional schools observing 25th and 50th anniversaries usually took the form of "black tie" dinners; student and alumni affairs, such as Homecoming Week, brought about the election of a

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queen and campus visits by local dignitaries.

A few "gimmicks" managed to find their way into the Diamond Jubilee in a completely accidental manner. For instance, when SC found that it was impossible to have a postage stamp salute its anniversary, United States Post Office officials reminded us that a Los Angeles postmark cancellation could be obtained. It was. A slogan—which decorated the more than 20,000,000 pieces of mail cancelled in Los Angeles during a one month's period—told recipients that SC was 75 years old. It had such far-reaching effect that one letter addressed to Alan Ladd came to the University from England—the sender having assumed that the cancellation was the return address!

Athletics also played a part in the Anniversary. The Trojan football team wore cardinal helmets that had small gold diamonds painted on the side, and SC's national track champions wore "diamonds" on their shirts. These were rather small to be seen by the naked eye, but presented the need for an explanation when caught in a TV closeup. Athletic publicity about the Diamond Jubilee was highly successful, with an "academic type" release about SC's history finding its way into sports columns across the nation during the weeks preceding the Trojan's Rose Bowl appearance. Football printed programs included Diamond Jubilee material, as did information given to radio and television announcers; SC deans, professors and administrators, were interviewed on TV during halftime at basketball games as a carefully planned item to "sell" certain phases of the academic program; and, the SC band and card section carried out special Diamond Jubilee themes at football halftime.

Things didn't all turn out perfectly, however. When the Trojans were invited to play in the Rose Bowl, a special edition of SC's student newspaper, "The Daily Trojan," was prepared. The 50,000 copies, devoted to the Diamond Jubilee entirely, were distributed free at the Bowl, but very few were ever read. When one of the worst January 1st rains in history hit Pasadena, the special editions made great head and seat covers, but rather poor reading material!

To close out the anniversary, "Century Plan Week" was scheduled for December, 1955. "Saved" for the occasion were ground-breakings for two new academic buildings—which had resulted from Diamond Jubilee fund-raising campaigns—and two "walk-dedications" renaming

campus streets in honor of SC's founders. In addition, the week gave SC an added opportunity to tell once again of its academic and building plans for the next 25 years. A special rotogravure edition of the alumni publication, "Trojan Columns," giving a vivid picture of SC's past, present and future, was distributed to 75,000 alumni and community leaders.

Thus, SC "almost" closed its extended year within the originally scheduled time. But when the alumni in Phoenix mentioned that their city was going to celebrate its own Diamond Jubilee beginning in January, 1956, it was rather difficult to say "no" when they asked for a Trojan Caravan. A "caboose" was put together rapidly, and in February, SC joined with the City of Phoenix for three days in celebrating two 75th Anniversaries. After all, Phoenix is a pretty nice place in February!

## PR Workshop

The second annual Utica College Public Relations Workshop for social agencies was held recently at the college with more than 85 social agency executives and staff members from the Utica-Rome, New York area in attendance.

Guest speaker at the affair was Scott M. Cutlip, noted author from the University of Wisconsin School of Journalism, whose topic was "Take Your Public into Partnership."

The Workshop, sponsored annually by the Utica College chapter of Tau Mu Epsilon, national honorary PR fraternity, and the Utica Community Chest, is devoted to informing social workers how they may best put PR and the media to good use in putting across their message to the public.

Included on the program were individual panel sessions led by prominent area media, advertising and PR men to acquaint the social workers with the ins and outs of newspapers, radio and TV, annual reports and various other printed media.

In his talk Cutlip stressed the need for proper communication between the social agency and the citizen, discussing what he termed the "Seven C's": Credibility—an earnest desire to serve the good of the public; Context—the need for participation to supplement the communications program; Content—meaningful and interesting publicity;

*Continued on Page 32*

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## And I Quote...

*Excerpts from significant comments  
in the public relations field*

### What's Wrong With American Propaganda?

"A tour of the satellite nations provides convincing evidence that our propaganda is a flop."

"... It is embarrassing to criticize people who fled tyranny and, from unhappy exile, try to keep alive the flame of freedom behind the Iron Curtain. But, judging from results, their propaganda is neither conceived with sufficient skill nor adequately coordinated with our diplomatic policy."

"Perhaps we should concentrate more on telling our own story, stressing forever the ideals we believe. Objective commentary and calm, straightforward news are durable psychological commodities. We cannot afford to lose touch with changing realities within the satellites. Nor should we be so blinded by emotion that we occasion resentment among those we court."

—C. L. Sulzberger, THE NEW YORK TIMES, May 14, 1956

### Corporate Giving—The New View

"The emergence of a new attitude among American business leaders toward corporate philanthropy has three identification characteristics. First, it regards corporate philanthropy as an opportunity, rather than a duty; as a challenge rather than a chore. Second, it reappraises legal limitations on giving, with the hope of finding them less restrictive, not more. And third, it eval-

uates — with recent American history well in mind — the impact of a growing welfare state psychology on large segments of the American public, and considers whether free enterprise would be imperiled if it ignored social problems."

—Donald K. David, Vice Chairman of the Board of Trustees, The Ford Foundation, before the Chamber of Commerce of Greater Philadelphia, May 10, 1956

### Schools Need Public Relations

"To counteract criticism schools need a true interacting program of public relations — within the school and between the school and the public it serves."

"Many parents feel that the school is not doing its job because they do not know just what the school is doing."

"... The remedy lies in thoughtfulness. A little time and effort to comply with the public's desires to understand and greater cooperation with parent groups will reduce criticisms to a minimum."

—William H. Pollard, Texas educator, in THE SCHOOL EXECUTIVE, July, 1956

### Community Relations On Rise

"The use of planned industrial community relations programs has at least doubled in the last five years."

—Professor Wayne L. Hodges, New York State School of Industrial and Labor Relations, Cornell University, in THE WALL STREET JOURNAL, June 5, 1956

### Research — a National Resource

"I hope you will come to regard the General Motors Technical Center in the same way I do — as one of the nation's great resources — more important even than the natural resources with which we have been endowed. The latter are exhaustible, but the 'extractions' from a resource like the Technical Center are limited only by the ability and ingenuity of the scientists and engineers who constitute its chief asset."

"As long as this country can count on the increasing productivity of such resources, existing in a thousand and one

independent shops and laboratories scattered across the country, the continued expansion of our economy is assured. And likewise assured is the strength that will enable us to stand as a bulwark for the free world."

—Harlow H. Curtice, President, General Motors, at the dedication of General Motors Technical Center, May 16, 1956

### Industry's War On Pollution

"The annual expenditure for air pollution control equipment in this country is estimated at about half a billion dollars... Our estimates indicate that industry as a whole in the United States has some 3,000 people working full time on air pollution problems, 2,000 more for whom air pollution is a secondary interest, approximately 2,000 control officials, and about 50 research centers in which various phases of air pollution are under study."

"These figures make it plain that industry not only is willing to cooperate, but is cooperating."

—Granville M. Read, Chief Engineer, E. I. du Pont de Nemours & Co., before Air Pollution Control Association, May 22, 1956

### To Win Friends, Be a Friend

"By being decent and useful citizens in the communities where we have plants we expect to be treated in the same way by the city fathers. Any company can be seriously hurt in communities where it has considerable plant investment by either disinterested or critical treatment by city officials."

—Don R. Cowell, Director of Public Relations, Quaker Oats Company, in THE WALL STREET JOURNAL, June 5, 1956

### New Industrial Motion Picture

"Opportunities Unlimited," a new industrial motion picture on the expanding American market, was premiered at the 34th Annual Conference of the National Industrial Advertisers Association in Chicago recently."

The picture is an outgrowth of a previous *Fortune* magazine presentation called "The New Age of Marketing." The original presentation was materially expanded and executed in motion picture form.

The film updates the *Fortune* editorial series on The Changing American Market and points out the challenging future for the industrial market.

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Pictured at the Seventh Annual Public Relations Conference held at the University of Southern California, are (left to right) Carroll R. West, President of the Southern California Chapter, PRSA; Luncheon speaker H. C. McClellan, Assistant Secretary for International Affairs, U. S. Department of Commerce; General Conference Chairman Joseph H. Jordan; and University of Southern California President Fred D. Fagg, Jr.

## Seventh Annual PR Conference Held at SC

More than 200 persons attended the Seventh Annual Public Relations Conference at the University of Southern California on April 24, 1956. Co-sponsored by the Southern California Chapter of PRSA and the University, the Conference is the oldest one of its kind in the nation.

Key speaker at the Conference Luncheon was H. C. McClellan, Assistant Secretary for International Affairs, United States Department of Commerce, who discussed "America Speaks — Who's Listening?"

Other speakers and their topics were: C. W. Eliason, General Manager, Adel Division, General Metals Corporation, Los Angeles, "Public Relations with a Legislative Public"; Harry Frishman, Supervisor of Publications, Long Beach Unified School District, "The Ten Commandments of School Public Relations"; Hugh Hoff, Vice President, Opinion Research Corporation, Princeton, New Jersey, "Opinion Research for Public Relations."

Harold V. Harris, Assistant Vice President, Public Relations and Personnel, the Pacific Telephone and Telegraph Company, "The Employee Publication: Its Place in Public Relations"; Dr. Frank

Sullivan, Professor of English Literature, Loyola University, Los Angeles, "Our Modern Tower of Babel—A Communication Challenge"; Dr. James D. Finn, Associate Professor of Education, and Head of the Department of Audio-Visual Education, University of Southern California, Los Angeles, "Proven Audio-Visual Aids for Public Relations"; and E. Harden Bishop, Executive Vice President, Executive Research, Inc., Los Angeles, "Presenting a Public Relations Program to Management."

Panel discussion periods followed both the morning and afternoon presentations. A dinner was held at the Ambassador Hotel following the Conference.

Joseph H. Jordan, Director of Public Relations, U. S. Steel Corporation, served as General Chairman of the Conference. Other committee chairmen included Francis M. Small, Manager, Advertising and Publicity, Pacific Mutual Life Insurance Company, Los Angeles, Program; George W. Barber, Public Relations Manager, Pacific Coast Region, United States Rubber Company, Promotions and Arrangements; Earl S. Reynolds, Director of Public Relations, Kaiser Steel Corporation, Banquet.

## Lockheed Recreation Club

In an effort to dramatize the importance of safe driving to all members of the Lockheed Georgia Division family, a unique club was formed under the sponsorship of the Georgia Lockheed Employees Recreation Club working closely with the division's Public Information, Public Relations, and Industrial Relations offices.

The Lockheed Georgia Division has consistently improved its safety within the plant. It has won the National Safety Council Award of Honor for three straight years. It has been within the top three safety winners in the aircraft industry for three years—a good record.

*Continued on Page 31*


**BLUE BELL**



**BLUE BELL, INC.**, world's largest manufacturers of work and play clothes, believes the best prospects for additional Wrangler (dungaree) sales are present buyers. That is why they attach a 32 page picture book\* to each pair. The book contains, in addition to their Blue Bell guarantee, catalog pages featuring other items in their line, biographical sketches of rodeo stars, as well as stories on rodeo. As a result, purchasers become increasingly aware of Wrangler values.

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 Picture Books for Public Relations,  
 and Sales Promotional Purposes  
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 JUdson 2-3950

# Useful As Well As Ornamental

Continued from Page 20

proach which goes far beyond the operational sort of public relations activity which is carried on as a matter of course.

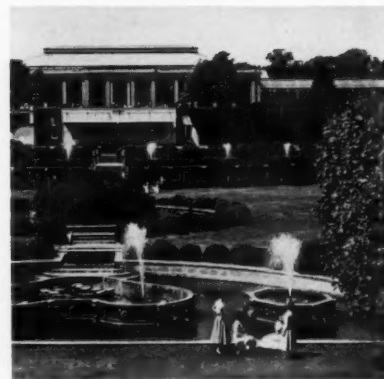
Problems in this area are numerous and not to be denied. All but an infinitesimal percentage of our visitors are as

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RUSSELL J. SEIBERT is director of the Longwood Gardens, near Kennett Square, Pennsylvania, which comprise one of the country's largest and best-known horticultural exhibits. He has a distinguished record in the botanical and horticultural fields, having previously been engaged in the establishment of the State and County Arboretum at Arcadia, Calif. Prior to that, he was with the U. S. Department of Agriculture. A native of Belleville, Ill., he was educated at Washington University, St. Louis, was an Exchange Fellow at the Arnold Arboretum of Harvard and received a Ph.D. degree at Washington U. in 1947.

anxious as we are to avoid marring the scenic beauty of the establishment. The handful of those who are less tidily inclined must be dealt with, of course, as graciously as possible. Actually, they are few and represent a far less difficult problem than that of the dimpled three-year-old miss who picks a bouquet of Iris for her mother. Or the couple who can't understand why they shouldn't let their dog follow them about: "He won't hurt anything; he's obedient as can be." Or the party who'd like to picnic amid our Boxwood.

We're attentive to the needs of visitors and try to provide all possible facilities and we carry on a fair-sized though not a high-pressure publicity program designed to attract prospective visitors interested in horticultural beauty as well as educational recreation. We have the usual problems of safety and traffic control. But our real public relations



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**SOUVENIRS ARE POPULAR**—Demand for booklet published last fall by Longwood Foundation exceeded all expectations. Now in its third printing, it has become a best seller in horticultural field. Color plates on pages 12 and 13 are from this new booklet.

job is simply to perform a public service. Or, if I can be permitted one play on words—to make our institution useful as well as ornamental.

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## Practical Politics Workshop Sponsored by ECO

Public and community relations were important aspects of a Practical Politics Workshop for men from the business community conducted on the Princeton University campus from May 7 through 11 under the sponsorship of Effective Citizens' Organization. ECO is a non-profit, nonpartisan organization devoted to stimulating businessmen to assume a greater role of responsibility in political and governmental affairs.

The five-day workshop attracted over forty participants with representation from such outstanding companies as General Electric, Prudential Insurance, Shell Oil, Johnson and Johnson, Stromberg-Carlson Division of General Dynamics, Mutual Benefit Life Insurance, Congoleum-Nairn, Delaware, Lackawanna and Western Railroad, Beneficial

Management Corporation, McCann-Erickson and others.

The purpose of the workshop according to Joseph J. Eley, executive vice president of ECO, is to demonstrate to business the great need for wider participation in politics and government and to instruct the conferees in the structure and operations of the political parties.

"We Americans are inclined to talk in platitudes about self-government," said Eley. "While we damn the system through which self-government functions, what we need to do is to clear away, through a gigantic public relations effort, the misconceptions and unfounded cliches which seem to prevent many people and specifically businessmen from assuming their full share of

political responsibility. We think the workshop is one avenue of approach in this effort."

The workshop was keyed by H. Bruce Palmer, president of Mutual Benefit Life Insurance Company. Mr. Palmer told the conferees that new forces and factors, atomic power, world tensions and crises in education, agriculture and other areas, tend to drive government to make decisions more quickly. He termed this "a new requirement of government dynamics," adding: "This is apparent in our national government; it is only slightly less in our states and local communities. The direction is toward centering more and more power in the hands of less and less people."

He continued: "There is only one way

to hold the line against a growth of authoritarianism; that is through increased participation in our political processes."

Mr. Palmer pointed out that we must "broaden our reserve of leadership to help maintain free government." He emphasized that the business community needs to contribute its share of leadership manpower.

The workshop was devoted to sessions on the background of the American political system, the present-day methods of operations and the techniques utilized by the parties and to recommending to the conferees what each can do and what companies can do to meet the political challenge.

In addition to lessons on practical politics, several sessions were devoted to specific problem areas, among them education and foreign affairs. The objective here, according to ECO officials, was to show how the political process can be helpful in solving problems at the local level.

In education, for example, it was indicated that the selection and election of competent school boards is a step forward. Campaigns for bond issues to finance schools was another element.

Foreign policy came under examination in the question "How can the individual participate in the evolution of foreign policy?"

The first formal session, under the leadership of Dr. John Sly, chairman of the Politics Department of Princeton University, was concerned with the definition of politics. Dr. Sly said that politics "is a science in the sense that there is a formalized body of knowledge which can be put to use." He added that it is also an art and must be learned as such.

Professor Rhoten A. Smith of the University of Kansas and associate director of the Citizenship Clearing House, discussed the genesis and growth of the American political system and the major parties.

Professor William H. Eells of Ohio Wesleyan University's Institute of Practical Politics lectured on the social, economic and intellectual factors that influence party constituencies and the growth of the independent in our political system.

Two panel discussions—one devoted to politics from the county level down; the other covering operations from the county level to the state committee—offered an insight into party structure. During the course of one panel discussion, New Jersey Republican Assemblyman Alfred Beadleston, in reply to a

question, denied that "politics is a dirty business," He added that as a businessman turned politician he has found it to be "a lot of fun."

New York County Republican Chairman Thomas J. Curran talked about campaign techniques and emphasized the importance of the county committee level of politics.

Another panel, this composed of New Jersey State Senator James F. Murray, Jr. (D-Hudson), former moderator of the Town Meeting of the Air; Dr. George Gallup, director of the American Institute of Public Opinion, and Mr. LeBarron Foster, vice president of Opinion Research Corporation, discussed "Presenting Issues to the Public."

Dr. Gallup expressed the opinion that party platforms have little meaning and that events, not promises, change votes.

Robert Humphreys, campaign director of the Republican National Committee, spoke on the function of the national committees of both parties. In reply to a question concerning campaign funds, Mr. Humphreys said he favored a broadly based source of political funds and offered this as one way in which to get many more people conscious of politics. "If a person puts fifty cents on a candidate, he's going to be interested in following the fortunes of that candidate," Mr. Humphreys said.

Further discussion of campaign fund raising was carried on by Archibald S. Alexander, former Undersecretary of War and now an aide to Adlai Stevenson in his quest for the Democratic Presidential nomination.

One of the high points of the workshop was a panel discussion on "in-plant" programs to encourage greater political and governmental participation. The panel consisted of John Mosler, executive vice president, Mosler Safe Company; William H. Baumer, executive assistant to the chairman, Johnson and Johnson; Richard C. Holmquist, community relations consultant to General Electric and Thomas R. Reid, director of the Ford Motor Company's Office of Civic Affairs.

Mr. Baumer explained the history and operation of the Johnson and Johnson Sound Government Program. He pointed out that as a result of the program more than forty Johnson and Johnson people, representing both parties, hold local elective and appointive governmental office.

The General Electric Better Business Climate program was described by Mr. Holmquist who said that General Elec-

Continued on Page 31



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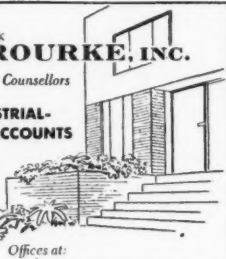




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# Want To Be In PR?

*Continued from Page 18*

comments turned out to mask weaknesses that ultimately proved fatal.

This brings me to the fact that hiring does not end with an agreement that the candidate has a job. It is only in the test of actual events that we can tell whether things will work out. We tell new people frankly that we regard this as a trial arrangement for some months. This is the method I mentioned of dealing with the X factor. We point out that after a while he may decide he doesn't like working for us, or we may decide he isn't right in the spot. It is understood that we'll come jointly to a final decision when both of us are satisfied that all is well.

Actually, this is not trial employment in the sense that either party has his fingers crossed. We don't hire until we believe very strongly things will work out. But we have found that we can't be sure, and we feel it is only fair and honest to say so.

Finally, if it isn't working, we are doing the man no favor by concealing the fact. I learned this the hard way, and the fact that the victim was a friend of mine made it all the worse. After he had left us, I realized that while I told myself I hadn't let him know things were going badly because I feared the effect on his morale, the truth was that it was myself I was shielding. Had he known the true situation all the time, he might have been able to meet the needs of the situation. I'm not sure he would have, but he certainly deserved the chance to do it before it was too late.

Add it all up like this: if you find a man who is pleasant spoken, obviously intelligent, with a spark of humor, a sense of proportion, with a sound background of experience; a man who dresses well but not ostentatiously, a man whom you find yourself respecting (it isn't necessary to like him; public relations is not a popularity contest); a man who you believe not only has ideas but will stand up for them and put them over to the people in your organization who must be sold if they are to be implemented; if you find a man like this, hire him.

And if he has a brother, let me know.



# Lockheed Recreation Club Emphasizes Safe Driving

Continued from Page 27

But what to do on the highways? Records proved our employees were pretty good drivers. However, since January 1 of this year, 14 employees have been killed on the highway. True, official police reports show that in no instance was the fatal wreck caused by the employee; but he was killed. The loss of life of skilled employees was being noticed in the plant and by fellow employees. Something was needed that would emphasize the importance of safe driving, but it had to be a program that would carry beyond our employees.

The Star Drivers Club idea was born. The Recreation Club jumped at the chance to sponsor it. To become a member, the employee agrees to certain conditions and to see a safe driving motion picture. Plant-wide posters and the plant newspaper, the SOUTHERN STAR, heralded the club's beginning. Upon signing the "Drive with Courtesy—Obey Traffic Regulations" membership appli-

cation, the employee receives a sticker for his car—a big S star D in green on a black background—which fits on the bumper. When he sees the motion picture on safe driving, he gets a pin for his coat lapel or shirt.

A rash of S star D stickers suddenly appeared in Atlanta and Marietta. People became curious. To stimulate interest among employees, the company is awarding \$25 bonds each week to each of five employees whose husband or wife can quote the slogan of the week if he or she is the one called on the telephone.

Slogans are selected in contest fashion. All employees are eligible to submit slogans. The slogans are published only on the in-plant billboards. This means the employee must take the slogan home to wife or husband. The program will continue through Labor Day. In the first two days, 3,000 employees joined the club. Membership was 10,000 by week's end.

# Practical Politics Workshop Sponsored by ECO

Continued from Page 28

tric's program is pegged to the individual's contribution as a good citizen in the formula: "Study Up—so you can tell the right from the wrong; Line Up—so you can practice what you preach; Speak Up—to make sure others have the facts; Join Up—to gain the strength of unity; and Build Up—to move forward instead of backward."

Mr. Reid described the origin and function of his department—the office of civic affairs—in Ford Motor Co.

ECO Executive Vice President Eley pointed out that the Princeton Workshop is the first of a series of such seminars and that ECO plans to conduct four a year. The next is scheduled for the southwest in the fall.



See Page 26 For

A New Monthly Feature:

AND I QUOTE . . .

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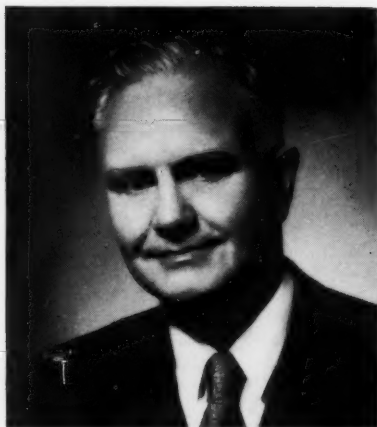
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## Books in Review

*Continued from Page 22*

notes, that when A has spoken to B that his job is done. Too often what A said never gets inside of B, and in many cases when it does get inside of B it is not always the same thing A meant.

(2) Opinions and attitudes are difficult to change because the individual, faced with the necessity of making sense out of his environment, organizes it as best he can. Once he organizes a piece of his world he tends to choose sources of information which present facts in agreement with his already existing organization. Thus it is important to tailor information on the basis of the recipient's organization of the situation.

(3) Methods of communication are always in need of reevaluation and analysis to determine how the communication channel itself is seen by the recipients, for the effect of its content is largely determined by the listeners' perception of the medium.

(4) Information should be transmitted in small units. A large mass of material tends to threaten existing patterns in the listener and so may be rejected.

(5) An attitude is a way of seeing things. Indirect approaches to changing the way people see things are much more apt to produce the change in behavior than are attempts to change an attitude by force of argument.

(6) The communicator must provide

an opportunity for "feedback" from the recipient. Communication is a matter of shooting in the dark unless one has some way of finding out what was heard.

### **HOW MANY DOLLARS FOR ADVERTISING** by Albert Wesley Frey. (Ronald Press.)

This is an overall treatment of the problem of advertising appropriation which has been handled in somewhat piecemeal fashion in recent periodical articles and books. Based on a survey of the experience of many advertisers, it describes and criticizes current practices. The research-objective approach or what the author calls marketing-program approach is treated in which thorough marketing analysis indicates whether advertising should be used, just how it should be used, and in what amount it should be used.

### **TRADEMARK MANAGEMENT.** (U. S. Trademark Association, New York. \$5.00.)

"Trademark Management" is a guide to businessmen covering many practical matters relating to trademarks and trade names. Choosing the right trademark, registration, proper use of trademarks, internal administration of trademarks, policing of trademarks and foreign problems are among topics considered by authors, most of whom have served as staff counsel to large corporations. The presentation in the guide is purposely kept simple; the technical legal approach avoided.

### **CASES AND PROBLEMS IN PERSONNEL AND INDUSTRIAL RELATIONS** by Edgar G. Williams and John F. Mee.

This book is a compilation intended to supplement the standard texts in personnel and industrial relations work by presenting to the student problems built around actual situations that have arisen in business concerns. Programming, research and standards, employment, training, health and medicine, safety, employee services and employee relations are divisions of the field exemplified by the case studies and exercises.

## Utica College PR Workshop

*Continued from Page 25*

Clarity—clear, simple ideas; Continuity—continuing the communications process on a full-time basis; Channels—use of the correct types of media for particular types of ideas; and Capability of audience—not overestimating the information or interest the public has in what the social worker thinks is important.

The program was organized and directed by Professor Raymond Simon of Utica College.



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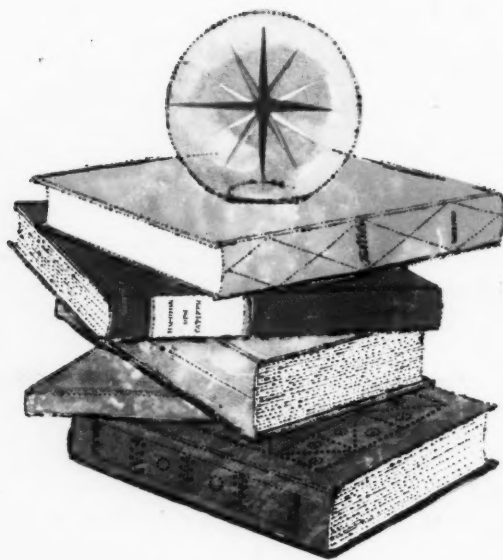
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